



INTERNATIONAL  
**SLAVERY**  
MUSEUM

LadyLever  
ART GALLERY

Merseyside  
**maritime**  
museum

Museum of  
**Liverpool**

SUDLEY  
HOUSE

UK BORDER  
AGENCY  
NATIONAL MUSEUM

Walker  
Art Gallery

**World**  
**Museum**

## **NATIONAL MUSEUMS LIVERPOOL**

Waterfront Buildings Feasibility Study  
Appendix F

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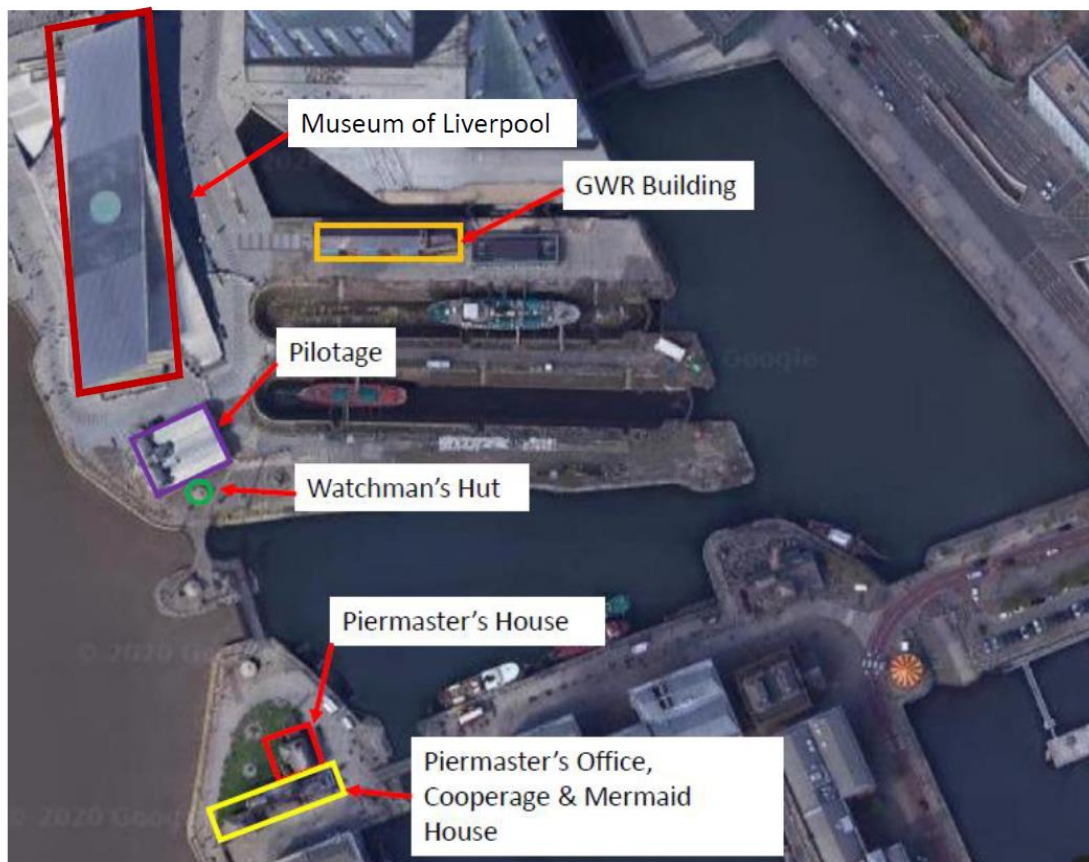
**Date:** August 2020

## Existing Solution

The proposed study considers eight very different buildings all located within the Liverpool Waterfront area. All the buildings have important links to Liverpool's past – whether it is the City's maritime heritage or the more recent cultural renaissance.

Each building has its own identity with current layouts and conditions as varied as the buildings themselves. Some are in active use as museum spaces such as the Museum of Liverpool and Piermaster's House whilst others like the Great Western Railway Building and Mermaid House are in a more dormant state.

Detailed below is a high-level overview of each of the buildings.



## The Museum of Liverpool



The Museum of Liverpool is about to enter its tenth year in service and although being the newest addition to the NML family it has already cemented itself as a major attraction in Liverpool, the North West and the UK with it ranking as the third most visited museum in England outside of London in 2018.

Despite the fantastic success of the Museum of Liverpool, NML is always looking to progress and evolve, finding new ways to display content, diversifying its offer and providing a more immersive experience for visitors. A recent example at the Museum of Liverpool is the hugely successful Double Fantasy: John & Yoko exhibition.

A striking modern building with a mixture of gallery spaces, educational facilities, commercial offers and back of house areas. This study is going to focus mainly on areas of the ground and the first floors.

Video Images - <https://vimeo.com/420338520/b8581e28d9>

### The Global City Gallery

A 289m<sup>2</sup> gallery space on the ground floor the Global City Gallery tells Liverpool's international story including its role within the British Empire. The space was initially designed as a mixture of flexible and permanent gallery space, although the flexibility has never been fully realised. The gallery is accessed from the main building atrium and an element of the space is double height, opening-up to the first floor.

### The Global City Theatre

Accessed through the Global City Gallery, the Theatre has fixed rake seating to accommodate 168 people including dedicated wheelchair spaces, a small stage area, projection room and backstage area with changing rooms and a toilet.

Currently the theatre shows a specially made film called the Power and the Glory? at 45minute intervals during the day. Due to its location and a lack of real presence the theatre is not accessed by as many users as hoped for. In addition, its potential for use as a conference venue is hindered by an inflexible IT arrangement and a lack of private break out space.

### The Café and Shop

Both the café and shop are located at the front of the building, either side of the main entrance doors. Despite both being in prominent locations in relation to the frontage of the building the café and shop both lack a real sense of presence either outside or inside the building.

The café has 213m<sup>2</sup> of front of house space and a 63m<sup>2</sup> kitchen and storage at one end. There is a full toilet block accessed from the café with a segregated walkway section. The current layout of the café is based around informal table seating designed to accommodate the wide demographic of users, however the flow of the space is confused and can often become congested particularly during busy periods.

The shop is a small 73m<sup>2</sup> unit with back of house storage and staff amenities. Given the relatively small size of the shop it is often overly busy which can act as a barrier for potential users.

### Temporary Exhibition Space

The current temporary exhibition space on the first floor of the museum has been created in an area originally designated as a restaurant. A corridor like space it is currently used for displaying smaller temporary exhibitions from within the existing NML collection.

Due to it being an amended space it has an awkward feel with a toilet block located centrally and a structural wall and fire door preventing flow through the area.

### Learning and Participation Spaces

There are a number of learning and participation spaces within the museum that are utilised for a range of purposes from family activities to workshops with adult learning groups and traditional school visits. The two areas likely to be considered in this brief are Education Areas 1 and 3.

Education Area 1 is located on the ground floor and accessed directly from the main atrium. The space runs parallel to the café area with access to the toilet facilities running between. It is predominantly used by schools groups but has also been used as space for temporary exhibitions or as break out space for events.

Education Area 3 is a large space located on the first floor with views out of three sides of the building. The room is generally used for workshops and events and has access to toilets and a small kitchenette.

## Staff Areas

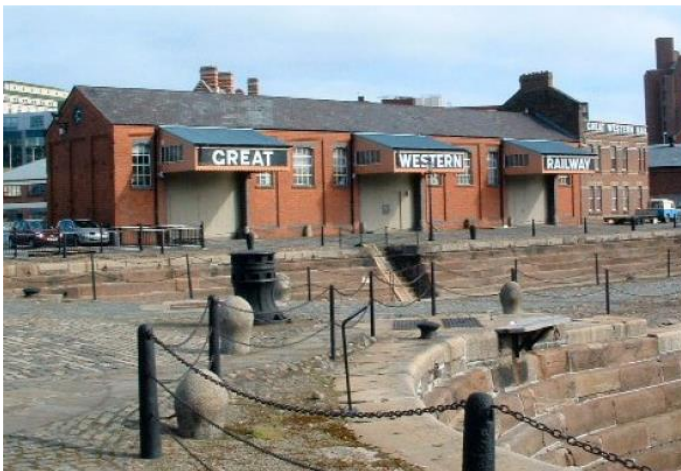
There is a variety of staff areas throughout the museum. The main areas that this study is likely to consider are the small staff offices located on the first floor adjacent to Education Area 3 and the staff room also located on the first floor adjacent to the current temporary exhibition area. Both spaces have been created out of spaces not originally intended to be staff areas and therefore are not ideally suited as such.

## Atrium

The Atrium is a stunning space that acts as the welcome and orientation point for people entering the museum. Currently the information desk is a large structure located to the side of the space and despite its size it lacks a presence in the area, also due to its size and fixed nature it can hinder the use of the wider atrium for events.

## **Waterfront Small Buildings**

### Great Western Railway Building



Located adjacent to the Graving Docks (Grade II listed) and close to the Museum of Liverpool the Great Western Railway building is ideally positioned in relation to both the current and proposed waterfront pedestrian flows.

The building is formed of a two-storey brick office building, currently vacant and a single storey shed which is currently occupied by a combined heat and power unit for the Museum of Liverpool.

Video images - <https://vimeo.com/420337585/0f7115e3a2>



## The Pilotage



Situated in a prime location between the Royal Albert Dock and the Pier Head the Pilotage formerly housed the Museum of Liverpool Life.

The current building arrangement is a mixture of office space, meeting rooms and storage.

Video images - <https://vimeo.com/420338721/bc1647b28d>

## Mermaid House



Mermaid House is a two-storey building located on the edge of the Royal Albert Dock. The building is currently vacant but has been previously utilised as an office space.

The building faces onto a courtyard, outside NML ownership, adjacent to the TATE Liverpool, but also has a small courtyard facing directly onto the river and access to grassed area to the rear of the building.

Video Images - <https://vimeo.com/420338115/d6912bf066>

## The Cooperage



The Cooperage (Grade II listed) is located adjacent to the TATE Liverpool and faces on to a small courtyard, outside of NML ownership. The building is across three floors – basement, ground and first floor.

The basement and first floors are vacant with the ground utilised as a school lunch area. Access to the basement is only available via the original internal sandstone spiral staircase. Access to the first floor is via either the internal sandstone spiral staircase or an external metal staircase.

## The Piermaster's House



The Piermaster's House (Grade II Listed) is the central building within the Piermaster Group. It is located in a prime position at the end of the pedestrian flow from the Merseyside Maritime Museum and Liverpool One and flows to and from the Royal Albert Dock and the Pier Head.

The building has three floors and is currently utilised as a living exhibition space to display exhibits and provide a sense of life within the docks. In addition to the exhibition spaces there are also office areas which are currently unused.

### The Piermaster's Office



Located between the Piermaster's House and the Cooperage, the Piermaster's Office (Grade II Listed) is a single storey building with direct access into the adjacent Cooperage.

The building is currently divided into three spaces and is occasionally used for storage and as an educational facility.

### The Watchman's Hut



NML owns one of the three former watchman's huts (Grade II Listed) located right on the waterfront between the River Mersey and the Canning Half Tide Dock. The NML hut is positioned adjacent to the Pilotage and in a prime location to catch footfall between the Royal Albert Dock and the Pier Head.

The building is a small single storey structure. Although in a prime location the size of the building does constrain some elements of potential development.



# Requirements Specification

## Overarching Requirements

### Review, analyse and plan

Key to the successful delivery of this brief is to initially understand the journey NML has taken up to this point and then planning the delivery of the study from that foundation point.

A range of information will be made available including building specific information such as drawings, condition surveys and maintenance information through to more strategic information such as user data and the Waterfront Masterplan.

The proposed study has been specifically designed to cover the whole range of buildings to understand what opportunities there are across the waterfront estate. A SWOT analysis should be undertaken and updated based on the existing information and engagement to ensure that opportunities and risks are fully captured within the study.

### Engagement

Effective engagement is vital to delivering an outcome that meets the challenging set of objectives across the whole range of buildings. Within NML alone there is a wide group of stakeholders and understanding their individual and collective aspirations for the whole project as well as utilising their vast experience and knowledge is as important as understanding the physical capabilities of each building.

Although this is a feasibility stage scheme, engagement with external stakeholders is important, especially where any proposed works may have direct or indirect impacts on another party. Examples would be liaison with the Local Authority Conservation Officer regarding potential works to Listed Buildings or liaison with interested bodies such as Royal Albert Dock for feedback on proposals.

The successful consultant needs to ensure that provision is made within their bid to undertake engagement throughout the feasibility process. This should include for making provision for meetings with stakeholders but also providing update reports that allow NML to track progress.

### Programme

The successful consultant will need to consider how their proposals can be phased for design and delivery both collectively and individually. As well as the obvious desire to avoid major periods of disruption NML is keen to understand what opportunities may exist for developing proposals over a short (12-24 months), medium (2-5 years) and long (5-10 years) term period. This may be consideration for quick win solutions in the short to medium term then building into something more significant in the longer term – an example would be developing a building to accommodate pop-up or temporary offers in the short term with a view to making one of these offers permanent in the longer term.

## **Accessibility, Inclusivity and Diversity**

NML is fully committed to improving accessibility, inclusivity and diversity across its estate. Although it should be tacit, NML expects all proposals to fully integrate accessibility, inclusivity and diversity whether this is through physical works to the buildings or through proposed improvements that afford NML a broader reach to the protected groups.

Attached within Appendix K of this Tender are both NMLs Access Guidelines and Historic England Guidance.

## **Building Specific Requirements**

### **Museum of Liverpool**

The brief for the work at Museum of Liverpool is both exciting and challenging. The proposed feasibility study is to explore the options for re-configuring areas of the museum to either create new or unlock existing spaces for a range of uses including creating a dedicated temporary exhibition space, improving the commercial offer, providing exciting educational spaces and improving staff areas:

#### **Exhibitions**

Without exhibitions there is no museum. The current arrangement for temporary exhibitions at the Museum of Liverpool is not providing the level of flexibility and adaptability that it could, particularly in relation to the provision of a dedicated gallery.

The requirements of this feasibility study are to highlight potential locations for the creation of a dedicated temporary exhibition space (minimum area 500sqm and minimum height 3.5m) that can accommodate a wider range and size of exhibitions than is currently available.

The ideal temporary exhibition space is the “clear white box” principle that allows exhibition designers the maximum amount of creativity within the space. Aligned with this are requirements for flexibility around power, data, lighting, natural light control, temperature, humidity control and security (example environmental conditions for displays are attached within Appendix K).

In addition, adjacent storage and easy access are also important to allow exhibitions to be constructed, maintained and then removed efficiently and safely.

In addition to seeking to create a new temporary exhibition space, any existing exhibitions that may have to be moved or amended to accommodate any of the proposals within this brief should be afforded the same high levels of display, accessibility and flexibility that are currently available.

#### **Commercial**

The expansion and enhancement of the commercial offer within the museum is focussed on improvements to the café and retail facilities and providing an enhanced commercial venue hire offer.

The current café and retail facilities are poorly configured and lack a real presence both within and outside the museum. In their current format they can often be off putting and, as such, they are not providing the level service expected for either NML or visitors.

The feasibility study needs to explore the options for increasing the capacity and expanding the reach of both offers to meet the needs of the existing wide demographic of users, but also the latent passing trade within the waterfront area. There needs to be consideration as to how the excellent outside space can be better utilised and how the café facility could become standalone to operate outside of the traditional museum hours.

The study also needs to not lose sight of the back of house functions of both the café and retail and should suggest how areas can be better configured to provide improved working conditions for staff and more efficient use of space.

Improving the venue hire options within the building is likely to develop in and around the other considerations of this brief. The aim is to have a space or spaces that are adaptable for a range of commercial opportunities for up to 150 people providing privacy without losing the appeal of being within a museum setting. Any space needs to have the ability for users to control lighting and temperature as well as access to ancillary spaces for break out areas and refreshments.

There is a desire to retain or create a theatre space capability within the Museum of Liverpool due to similar spaces being removed from other waterfront buildings. The study should consider how this could be accommodated within the building.

Although not directly related to the provision of venue hire, the study needs to consider options for providing a new information desk within the atrium area that is removable to allow this fantastic space to be opened-up to its full potential for events whilst retaining an excellent visitor welcome offer.

### **Learning and Participation**

The learning and participation spaces within building are likely to play across the other challenges within this brief.

NMLs learning and participation programme is much more than the traditional school visits, although they remain a key element. The Museum of Liverpool plays host to a variety of learning events from family led sessions that build on the dedicated Little Liverpool Gallery, through to adult and community group workshops, hosting school visits and holding dedicated Autism friendly relaxed sessions. These elements are all of equal importance and ensure that NML is providing opportunities and involvement for everyone, as such, retaining and where possible enhance the amount of learning and participation space is vital.

The feasibility study needs to ensure that educational spaces provide the capacity, functionality and accessibility to accommodate the wide demographic of users whilst also being inspiring and informative spaces.

### **Staff, Operation and Maintenance**

NMLs staff are its lifeblood and ensuring they have a great working environment helps them to provide a brilliant service to our visitors. All the areas within this brief will impact on NMLs staff and consideration is needed in every stage as to how the spaces will be operated and worked in on a day to day basis.

When considering proposals for any back of house staff areas the feasibility study will need to ensure that facilities provide staff with suitable facilities to take breaks, undertake office and administration duties and store equipment or personal effects.

The provision of storage space will be another theme that runs through all areas of the brief and NML is always keen to increase and improve the storage available. Where possible the brief needs to highlight the opportunities for increasing storage or making better use of existing storage spaces.

As with the need to consider staff throughout all the areas of the study, the need to consider how the proposals will be maintained is just as important. The ability to maintain equipment and areas with the least amount of impact allows NML to offer visitors the best possible experience. Any proposals within the study will need to demonstrate that they are easily and effectively maintainable and where possible where they can drive maintenance improvements.

### **Waterfront Small Buildings**

The smaller buildings represent a different prospect to the Museum of Liverpool, although no less exciting or challenging. As the bulk of the buildings are not in daily use the scope of the requirements are less defined, however detailed below are the headline suggestions taken from the Waterfront Masterplan – the successful Consultant will need to consider and test these options as well as developing new possibilities:

#### **Great Western Railway Building**

A phased approach will be needed when considering the Great Western Railway building due to the nature of the combined heat and power plant located within the main shed which will limit any options for this area.

The Waterfront Masterplan consider a number of options for the building taking into use part or all of the shed area – including food and beverage offers or exhibition space. Given the nature of the combined heat and power plant other options may need to be developed for the short to medium terms which could include use of the sheltered outside space for a pop up food and beverage offer and the potential to relocate the current shipkeeping function from temporary portacabins into the office building.

#### **The Pilotage**

The Pilotage currently provides invaluable office and storage space and as such a phased approach is likely to be required. NML has considered the potential of a short to medium term solution being the creation of a pop-up food and beverage pod within the meeting room area that fronts out to the main pedestrian flow to the Museum of Liverpool.

Any options for the Pilotage will need to consider how they will operate around the existing building functions to ensure there is no negative impact on either operation.

### **Mermaid House**

Mermaid House's location and fantastic views have led to a number of food and beverage options being considered within the Waterfront Masterplan. Careful consideration will be needed as to how any such offer could be operated and if the scale would be commercially viable.

The relatively blank canvas that the space provides lends itself to other options, particularly in the short to medium terms, to create temporary office and meeting room space for co-working, pop-product launches or exhibition and gallery space.

### **The Cooperage**

The Cooperage is a fantastic space that replicates the brick warehouses of the Albert Dock on a smaller scale. Due to the issues around access to the upper and lower floors and the fact that the building is gainfully used at present for school lunches a phased approach is again likely to be beneficial.

The Waterfront Masterplan considered options for creating a food and beverage offer with the potential addition of an extension to the rear. Other options could be the creation of a dry venue hire facility in the shorter to medium term to use at least the ground floor as a location for temporary and pop-up offers whilst retaining the ability to use it as an in-house facility.

### **The Piermaster's House**

The Piermaster's House is in a prime location capturing footfall between the Albert Dock, Pier Head and from Liverpool One. The building is currently in use as a living museum type offer and footfall through the building is relatively high.

The layout of the building and the high visitor numbers mean it is not the blank canvas presented in some of the other buildings. The Waterfront Masterplan has explored the options for expanding upon the current living museum offer, creating a focal point for information, workshops and the start of walking tours or development of a food and beverage offer.

Again, it's likely a phased approach will be needed to develop the building to its maximum potential.

### **The Piermaster's Office**

The size and the location of the Piermaster's Office mean it is likely the building will need to be developed in conjunction with other buildings – the Cooperage or Piermaster's House.

The Waterfront Masterplan did consider a standalone development as either a shop or as an interpretation point.

### **The Watchman's Hut**



The Watchman's Hut is in an excellent location to take advantage of the pedestrian flows between the Pier Head and the Albert Dock.

The Waterfront Master plan tabled options to create a food and beverage kiosk or a small gallery or exhibition space.